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AUTHOR Vaughan, Jerry L.
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ABSTRACT

A community survey conducted in Galveston County, Texas identified four attributes or characteristics of community leadership: problem-solving effectiveness; ability and willingness to accept responsibility; leadership cooperation; and leadership coordination of organizations. The leadership patterns found in Galveston County will effect the economic development potential of the county. Other influences on successful economic development include human elements, such as state and local leadership and a skilled workforce; business elements, such as effective business organizations and sources of venture capital; educational elements; transportation elements; research elements; and quality of life elements. In essence, the success of economic development hinges upon an organizational or community attitude that is reinforced by leadership characteristics. For Galveston County, these factors mean that, with leaders who have the vision or the inclination, economic development will probably occur in relation to the tourism-based culture of Galveston Island and focus on services to the local and traveling public, and entertainment and leisure activities. Tables and charts showing survey findings regarding community leadership are included. (EJV)

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THE FUTURE OF ECONOMIC DEVELOPMENT ON THE GALVESTON COUNTY MAINLAND

A CHALLENGE BASED UPON COMMUNITY PERCEPTIONS OF LEADERSHIP CHARACTERISTICS AND RESPONSIBILITIES

ED264915

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THE GULF COAST FUTURE ISSUES COUNCIL, INC.

Jerry L. Vaughan, Futurist
Secretary-Treasurer

October 8, 1985

JC 860 035

FOREWORD

In March of 1985, the Board of Directors of The Gulf Coast Future Issues Council, Inc. (GCFIC) commissioned their Futurist to develop, with full academic freedom, a thoughtful and provacative research paper to be based upon the data generated in The Texas Cities Analysis And Planning program.

This paper does not constitute a policy statement by the GCFIC. It does however, represent alternative possibilities for economic development and the leadership conditions under which such development may thrive. Hopefully, the area communities will find it useful as they consider what is "worth doing" in the future.

EXECUTIVE SUMMARY

The characteristics of leadership identified in the Texas Cities Analysis And Planning Program provide the basis for asking the question of whether or not The Galveston County mainland can accomplish economic development.

Given the leadership characteristics of (1) problem-solving effectiveness, (2) ability and willingness to accept responsibility, (3) leadership cooperation, and (4) leadership coordination of organizations, it is found that leadership inspires a more or less consistent pattern of integrated thought and action. Thus the leadership characteristics are integral to (1) individuals, (2) organizations, (3) communities, (4) states, (5) nations and (6) the world system.

Economic development requires a centralized, hierarchial structure with concentrations of economic resources. Social development requires a decentralized communal structure with resource distribution. The emphasis on the associated leadership patterns found in Galveston County may answer its own question about the future of economic development in the area.

It is evident that the dominant culture in the Galveston County area is tourist related. This report suggests that it may be wise for the mainland area to demonstrate a cultural (neighborly) compatibility and direct its economic development efforts towards some compatibility with the Galveston culture.

This report acknowledges that the United States economic system is in a state of transformation from an industrially based economy to an information based economy -- with a further transformation to occur as it moves into an information integrated robotic and bio-technology economy in the early to mid-1990's. This report also acknowledges that the Galveston County mainland will undoubtedly experience the implications of the technologically induced economic transformations that are occurring.

This report questions whether the mainland communities can alter their consciousness of economic reinforcement patterns, i.e., can they grow to recognize that the 200 year old tradition of an industrial economy dominated by the USA may be over? If this issue can be dealt with then and the question answered affirmatively that is tantamount to an admission that the leadership issues of the past are not the leadership issues of the future -- except in the context of a world (perhaps the WORLD CHAMPION) competitive and competent economic and social system.

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PREFACE

A Note For Non-Statistical Readers

In mathematics, two variables, X and Y, may bear varying degrees of relationships to one another. If they are perfectly related and Y varies as X varies, then a perfect correlation is said to exist. In the case of a perfect correlation, the variables are one-in-the-same factors and this is described as a positive correlation and mathematically described as +1.0. If the factors are perfectly related, but Y varies inversely as X varies, then a perfect negative correlation exists and this is expressed as -1.0. If the factors bear no relationship at all (X varies independently of Y) then there is no correlation and this is expressed as 0 (zero).

If the factors bear varying degrees of relationships according to the following scale --

-1.0----------0----------+1.0

then a strength of relationship exists and this is of statistical interest. It is important to note that a correlation does not necessarily imply a cause and effect relationship between the variables X and Y. The idea of a correlation does indicate that the variables do bear a relationship to one another in the context of an environment in which the correlating observation is made.

For the purpose of the following report, the following descriptions are used to translate the quantitative correlations into non-quantitative language.

WEAK RELATIONSHIP (+.1 to +.249)	MODERATE RELATIONSHIP (+.25 to +.749)	STRONG RELATIONSHIP (+.75 to +1.0)
	NO RELATIONSHIP (-.09 to +.09)	
WEAK INVERSE RELATIONSHIP (-.1 to -.249)	MODERATE INVERSE RELATIONSHIP (-.25 to -.749)	STRONG INVERSE RELATIONSHIP (-.75 to +1.0)

A Note On Statistical Explanatory Power

We would like to know if the explanation of relationships provided by the statistical model is a powerful explanation. Technically, this is stated as how well does the statistical model account for variations in the dependent variable (Y).

An explanatory power measurement exists. It is known as the Coefficient of Determination and is identified by the term R^2. The Coefficient of Determination is obtained by squaring (multiplying the term by itself) the correlation term from CHART 1. When this is done it may be said that the independent variable "X" accounts for an estimated percentage of the variation in the dependent variable "Y".

A Note On Significance Tests

The correlations calculated in this report (CHART 1) reflect a 5% level of significance, or stated another way, the correlations are calculated to reflect a 95% Confidence Interval. Therefore, if the correlations fall within the range of + or - the Critical Values identified, then the correlation probably has no statistical significance.

For the purpose of this report, X is defined as the Independent Variable with the description of Leader-As-Problem-Solver. "Y" is defined as the Dependent Variable with the following descriptions --

1. Leadership Ability
2. Leader As Cooperator
3. Leader As Coordinator
4. Leader As Park And Recreation Developer
5. Leader As Community Facility Builder
6. Leader As Industrial Promoter
7. Leader As Provider Of Business Opportunity
8. Leader As Responsible For Citizen Attitude Towards Business
9. Leader As Responsible For High School Graduate Job Opportunities
10. Leader As Responsible For Job Opportunities For Women
11. Leader As Responsible For Human Relations Assistance
12. Leader As Facilitator Of Opportunities For Friendly Group Membership
13. Leader As Responsible For Educational Quality
14. Leader As Responsible For Income Opportunities

This study and analysis on leadership is an extension of The Texas Cities Analysis And Planning Program conducted by The Gulf Coast Future Issues Council in conjunction with the Texas Extension Service in 1984. The primary reference, questionaire and statistical data presentation is found in the document "THE GULF COAST FUTURE ISSUES COUNCIL, INC.: Summary Report" dated December 5, 1984 (ERIC Reference #ED 252 266).

THE FUTURE OF ECONOMIC DEVELOPMENT

ON

THE GALVESTON COUNTY MAINLAND

A Challenge Based Upon Community Perceptions Of Leadership Characteristics And Responsibilities

Introduction

The Texas Cities Analysis And Planning Program as designed by The Texas Extension Service and Gulf States Utilities identified four community leadership attributes or characteristics. These characteristics are: (1) problem-solving effectiveness, (2) ability and willingness to accept responsibility, (3) leadership cooperation, (4) leadership coordination of organizations.

These attributes, as personal leadership characteristics, do not exist independently in any leader. They do however integrate themselves into a "wholeness" that reflects an overall leadership capability which may characterize any particular leader, or leadership group.

This analysis identifies those leadership attributes that are perceived by community respondents as being demonstrated by their acknowledged community leaders. Traditional folklore in corporate environments has acknowledged that an organization (in the case of this study -- a community) is a shadow or extension of its leadership. The philosophy of Hegelian Idealism suggests that the converse is also true, i.e., a perfect extension of

community desires or characteristics would be reflected in the organization or community leadership.

This study, in conjunction with the original summary report (GCFIC: Summary Report, December 5, 1984: ERIC Ref. #252 266), demonstrates that even in a community's own perception, its quality of life reflects the leadership characteristics of its acknowledged leaders in many ways. Thus, folklore reveals itself as a practical reality under rational analysis.

In demonstrating that the concepts of "top-down management" and "bottom-up" participation (or legitimating authority) are not mutually exclusive practices -- just as a melody is not present in its separate notes, for the melody is present in the pattern or relationships among the notes -- this analysis argues that an organization, community (or culture), like an individual, is a more or less consistent pattern of integrated thought and action. To the extent that either practice is dominant (suggesting inequalities), then relationships of "creative dissonance" exist within the group (or melody), organization, community or even world system. The risk is that creative dissonance can become adversarial. Basically, the issue is one of perceptions of what is worth doing -- what goals should the organization or community be pursuing, and what are the characteristics and strength of the leader and organization that is in the position of pursuing those community goals.

This study suggests that if economic development on the Galveston County mainland is to be successful then economic

development must take place in a context of "participative leadership" (differentiated from "participative management") under the direction of certain leadership characteristics where the participative "ethic" is one of support or loyalty towards the leadership's goals and objectives within a framework of critical, but constructive, dialogue.

This study DOES NOT imply that "participative leadership" means "equal authority" or "equal influence" -- those are concepts that are reserved for the concept of "participative management" (which ultimately seeks to maintain parity or the status quo, or even optimize the system in terms of one subsystem -- all of which results in psychologically reinforcing fragmentation and individualism on the personal, community, state or world system levels). "Participative management" reflects the politics of the democratic ballot box that elects leaders. This study does imply that economic development is likely to be most successful under conditions guided by leadership characteristics that were identified by community respondents who live in the mainland communities.

This report acknowledges that the United States economic system is in a state of transformation from an industrially based economy to an information based economy -- with a further transformation to occur as it moves into an information integrated robotic and bio-technology economy in the early to mid-1990's. The Galveston County mainland will undoubtedly experience the implications of these technologically induced economic transformations that are fraught with international and

personal conflicts. It is not expected that the four basic leadership characteristics will need to change to cope with this changing economic system. What will probably need to change -- from "the bottom up" -- is the recognition that at least some of the conceptual meanings of "rights" and "entitlements" generated in (and by) the 200 year old industrial economy are likely to undergo significant changes in conceptual meanings as the future technological economies unfold.

This report acknowledges that the present is transitory and the future is always different from the past. This report also acknowledges that decisions are not made to change the past, instead, decisions are made, and remade, to affect individual or organizational relationships with anticipated future conditions -- thereby changing the nature of the conditions and the subsequent decisions to be made.

In the light of the economic development thrust towards entrepreneurship (a concept to be reinforced by the forthcoming conference on "The Future Of The Upper Texas Gulf Coast") the questions for the Galveston County economic development teams to answer are --

> Can the mainland communities alter their consciousness of economic reinforcement patterns, i.e., can they grow to recognize that the industrial era -- with its attendant attributes -- is essentially over? Will they recognize that only the remnants, or vestiges, of that era will remain with us through the end of the century?

To acknowledge these questions affirmatively is to acknowledge that the leadership issues of the past are not the

leadership issues of the future -- except in the context of a world competitive and competent economic and social system.

The Elements Of Economic Development In The Future

USA Today, the satellite transmitted national newspaper, has identified (November 1984) the elements of successful economic development in today's economy. These elements are categorized as follows --

I. Human Elements
   - A. State Level Leadership
   - B. Local Business Leadership
   - C. Local Political Leadership
   - D. A Skilled Workforce

II. Business Elements
   - A. Effective Business Organizations Such As Chambers of Commerce
   - B. Sources Of Venture Capital

III. Educational Elements
   - A. Educational Leadership (all levels)
   - B. Available Universities and Community Colleges

IV. Transportation Elements
   - A. An International Airport

V. Research Elements
   - A. A Research Park

VI. Quality Of Life Elements
   - A. A Desireable Climate

The Factors Of Economic Growth

The John Gray Institute of Beaumont, Texas has conducted extensive research on the factors associated with economic decline and economic growth. Illustration 1 and Illustration 2 demonstrate the economic roles played by (1) migration, (2) expansion and (3) entreprenuerial activity in economic development

or decline.

The JGI studies clearly illustrate that economic growth (or decline) functions in much the same way as personal growth (or decline) -- the most dependable resources for development are nurtured and developed by leadership within the existing organization or community.

In essence, the success of economic development hinges upon a personal, organizational or community attitude that is reinforced by leadership characteristics. In other words, leadership policies or practices can lead to economic development -- if the there are internal community characteristics of motivation and ability (at the level of the individual person or firm) that are willing to change the traditional economic characteristics of the area.

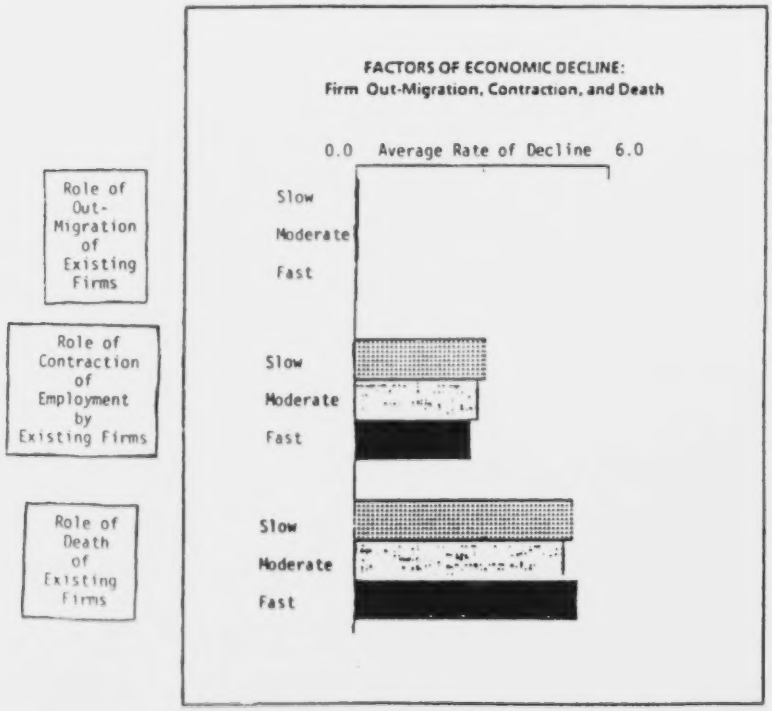


ILLUSTRATION 1
Source: The John Gray Institute

Thus, leadership becomes the crucial factor in any economic development effort that may emphasize entrepreneurial efforts that extend beyond fast-food franchises and convenience stores.

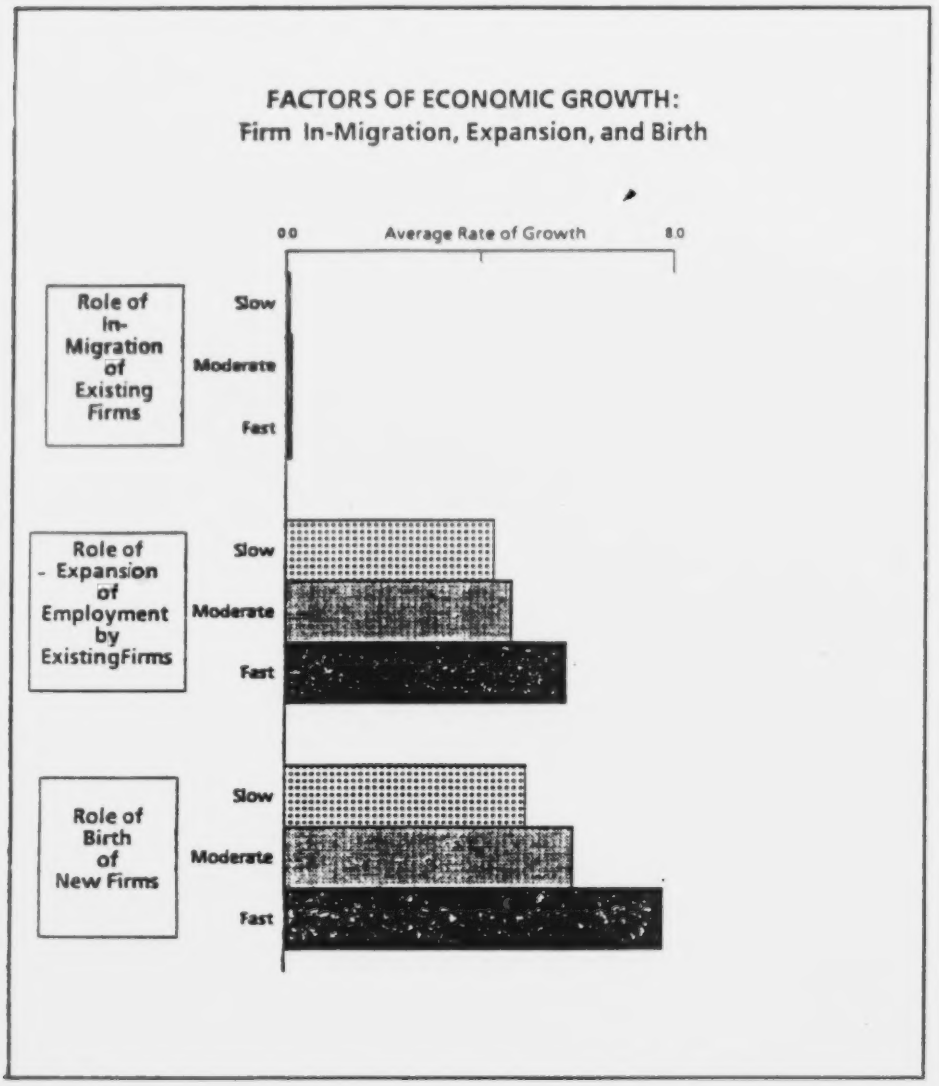


ILLUSTRATION 2
Source: The John Gray Institute

Perceptions Of Leadership
On The Galveston County Mainland

CHART 1 reflects the leadership correlations with selected variables from the Texas Cities Analysis And Planning survey conducted on the Galveston County Mainland in the last quarter of 1984. The abbreviations found on CHART 1 adhere to the following definitions as related to the original survey instrument --

1. LEADER = Problem-Solver
2. ABILITY = Leadership Ability
3. COOP = Leader As Cooperator
4. COORD = Leader As Coordinator
5. PARKS = Leader As Park And Recreation Developer
6. FACILITY = Leader As Community Facility Builder
7. IDRPROM = Leader As Industrial Promoter
8. BUSOPRTY = Leader As Provider Of Business Opportunity
9. CATTITUD = Leader As Responsible For Citizen Attitude Towards Business
10. HSJOBOP = Leader As Responsible For High School Graduate Job Opportunities
11. WOJOBOP = Leader As Responsible For Job Opportunities For Women
12. HUMANREL = Leader As Responsible For Human Relations Assistance
13. FRIENDS = Leader As Facilitator Of Opportunities For Friendly Group Membership
14. EDQUAL = Leader As Responsible For Educational Quality
15. INCOOP = Leader As Responsible For Income Opportunities

A cursory review of CHART 1 reveals that across the five (5) communities that comprise the College Of The Mainland District there is general agreement on what characteristics constitute the community leadership. The leadership characteristic correlations are also found to bear varying strengths of relationships and statistical significance with few exceptions.

LEADERSHIP CORRELATIONS
WITH
SELECTED VARIABLES FROM MAINLAND TCAP SURVEY

CHART I

VARIABLES		TEXAS CITY	LaMARQUE	SANTA FE	HITCHCOCK	DICKINSON
ROW	COL.	CORR	CORR	CORR	CORR	CORR
SOLVERS	SOLVERS	1.00000	1.00000	1.00000	1.00000	1.00000
ABILITY	SOLVERS	.88640	.77858	.70380	.61056	.75900
COOP	SOLVERS	.39694	.50657	.28125	.62210	.46708
COORD	SOLVERS	.17071	.65861	.35067	.60087	.50073
PARKS	SOLVERS	.58882	.54805	.08338	.41826	.20750
FACILITY	SOLVERS	.49764	.62086	.08719	.49444	.17378
IDRPROM	SOLVERS	.60957	.58886	.29402	.59884	.29769
BUSOPRTY	SOLVERS	.41209	.28732	.08337	.26722	.11426
CATTITUD	SOLVERS	.17778	.18436	-.08614	.23435	.44343
HSJOBOP	SOLVERS	.51699	.35720	.07897	.27911	.39227
WOJOBOP	SOLVERS	.37516	.37087	.22243	.11088	.38256
HUMANREL	SOLVERS	.37949	.46920	-.06745	.35589	.43591
FRIENDS	SOLVERS	.58192	.16940	.19765	.44719	.15995
EDQUAL	SOLVERS	.39830	.55874	.32832	.40376	.11773
INCOOP	SOLVERS	.62140	.25339	-.05270	.28490	.12292
CRITICAL VALUE (1-TAIL, .05) = + Or -		.24576	.28290	.24576	.28718	.28290
CRITICAL VALUE (2-tail, .05) = +/-		.29036	.33331	.29036	.33823	.33331
		N = 46	N = 35	N = 46	N = 34	N = 35

Each community ranks problem-solving ability as the number one characteristic that identifies those whom they perceive to be leaders. In each community the problem-solving ability accounts for approximately 50% or more of the community's perception of what constitutes leadership and by inference who represents the leadership roles.

Two other factors are then integrated into the community perception of leadership characteristics. These two factors are: (1) the leader is also cooperative and (2) the leader is able to exert a coordinating influence upon people and organizations. These two factors account (in varying proportions of importance to each community) for the estimated 50% of the perception of leadership characteristics that remain. Thus we may conclude that on the Galveston County Mainland (specifically the COM District) a community leader demonstrates a high level of ability as a problem-solver and varying capabilities as (1) a cooperator and (2) a coordinator. In essence, a leader is a problem-solver and again, the issue is what is worth doing -- what economic development goals and objectives should the area communities (or geographical region) be pursuing?

The situation seems to exist as follows -- the economic future of the Galveston County mainland lies in the hands of leaders who are problem-solvers and who probably guide organizations of cooperators and coordinators. Their problem to solve is as follows -- they must convince the area communities that entrepreneurial activity (the local development of economic enterprise -- including the development and expansion of both

present and new markets for existing organizations) is the value system upon which the future of the Galveston County economic system depends. The economic solution of the future will demonstrate a creative and adaptive response by the area population to the technologically wrought economic transformations that are facing us. Therein lie the goals and objectives for those who would be the future leaders of Galveston County. We are participating in the process of cultural evolution.

CHART 1 reveals a powerful explanation of what constitutes leadership in the eyes of mainland community residents.

From this basis we are able to evaluate the application and recognition of leadership characteristics in the different mainland communities.

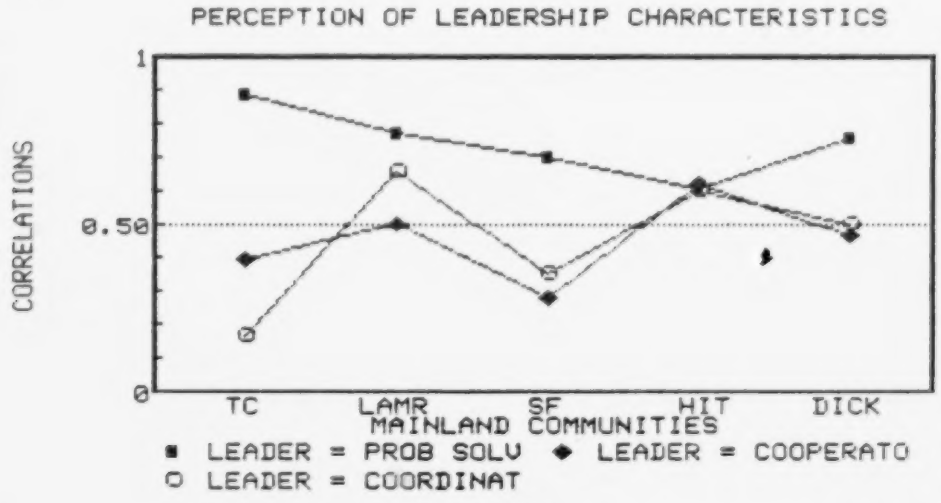


CHART 2

CHART 2 reflects the relative perceptions of effectiveness

(according to the TCAP survey instrument and its results) of the leadership characteristics in the various mainland communities of Texas City, LaMarque, Santa Fe, Hitchcock and Dickinson.

CHARTS 3, 4 and 5 interpret leadership problem-solving ability (hence, leadership recognition) in relation to (1) economic factors, (2) human factors and (3) educational quality, citizen attitude towards business and income opportunities.

CHART 6 organizes the correlations of Leader-As-Cooperator and Leader-As-Coordinator in their relationship to (1) economic factors, (2) human factors and (3) educational quality and attitudes towards business.

CHARTS 7, 8, 9, 10, 11 and 12 are explicit in their illustrations of community perceptions regarding the roles of cooperator and coordinator in relation to (1) economic factors, (2) human factors and (3) educational quality and attitudes towards business.

CHART 3

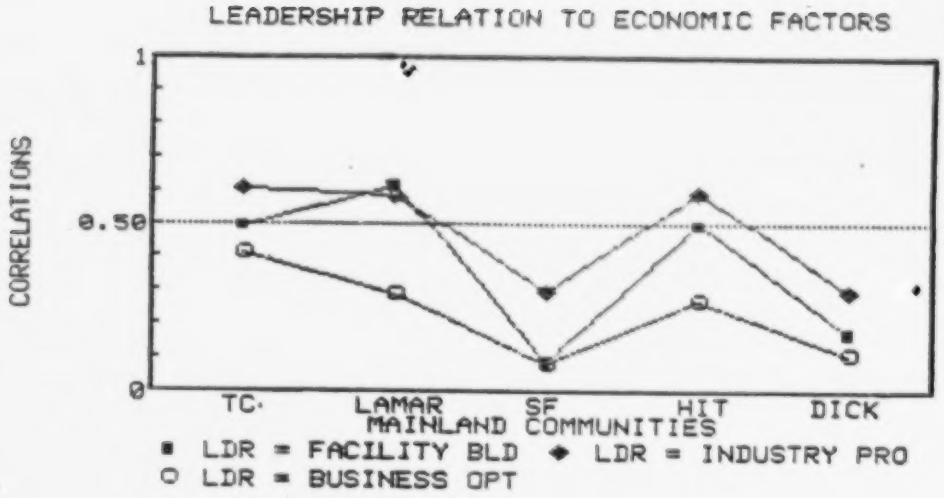


CHART 4

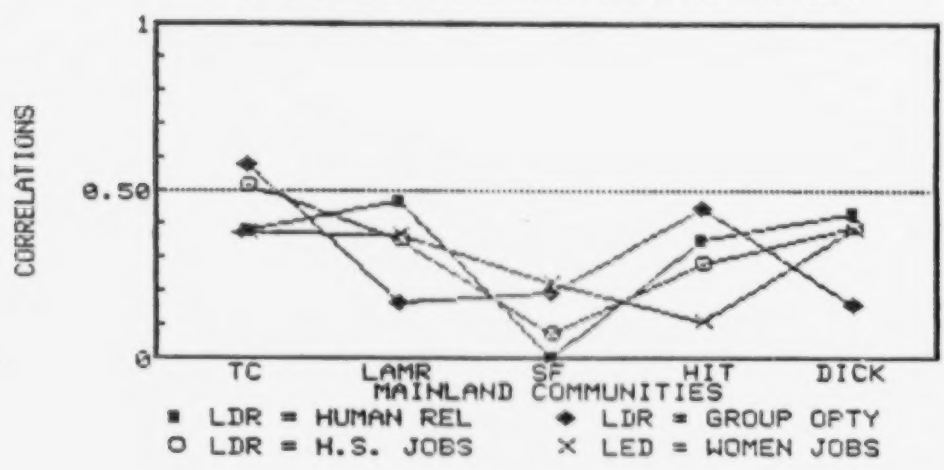
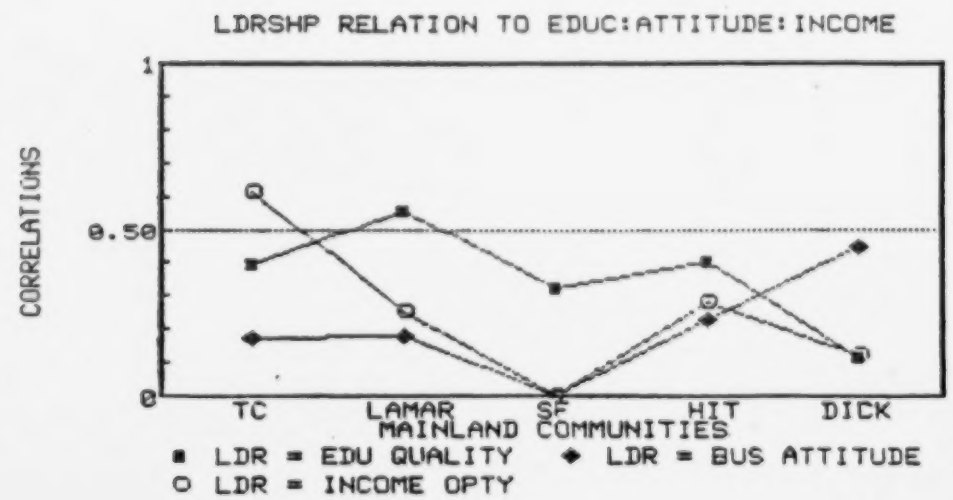


CHART 5



SELECTED CORRELATIONS OF THE LEADERSHIP CHARACTERISTICS OF COOPERATION AND COORDINATION ABILITY

CHART 6

ROW	COL.	TEXAS CITY CORR	LaMARQUE CORR	SANTA FE CORR	HITCHCOCK CORR	DICKINSON CORR
ABILITY	ABILITY	1.00000	1.00000	1.00000	1.00000	1.00000
COOP	ABILITY	.42026	.56087	.34560	.49108	.49764
COORD	ABILITY	.15640	.61461	.40493	35239	.65317
COOP	COOP	1.00000	1.00000	1.00000	1.00000	1.00000
COORD	COOP	.78522	.79896	.66540	.74003	.63489
PARKS	COOP	.26019	.23553	.31766	.27035	.12735
FACILITY	COOP	.32115	.47719	.12757	.21303	.31324
IDRPROM	COOP	.17621	.57167	.24558	.55369	.21001
BUSOPRTY	COOP	.31572	.23582	.12623	.09706	.27180
CATTITUD	COOP	.41247	.30400	.18730	.22409	.34682
HSJOBOP	COOP	.31447	.15705	.27342	.10138	.32952
WOJOBOP	COOP	.17895	.27296	.20461	.13683	.25371
HUMANREL	COOP	.41196	.36417	.20009	.19941	.38122
FRIENDS	COOP	.37804	.33595	.18780	.28137	.37204
EDQUAL	COOP	.33490	.27115	.05683	.11469	.28302
INCOOP	COOP	.26834	.20960	.24475	.48046	.25140
COORD	COORD	1.00000	1.00000	1.00000	1.00000	1.00000
PARKS	COORD	.21802	.30277	.30018	.23815	.09515
FACILITY	COORD	.30982	.33007	.14874	.24191	.30214
IDRPROM	COORD	-.00773	.45382	.16018	.36991	.20811
BUSOPRTY	COORD	.21200	.17459	.23620	.07172	.22417
CATTITUD	COORD	.29845	.24379	.15819	.03420	.36400
HSJOBOP	COORD	.19872	.16183	.14806	.19221	.21195
WOJOBOP	COORD	.14035	.20208	.04449	-.06787	-.02274
HUMANREL	COORD	.36775	.40640	.29447	.17614	.20619
FRIENDS	COORD	.27353	.28861	.25055	.40600	.31381
EDQUAL	COORD	.32309	.34716	.07767	.14069	.40119
INCOOP	COORD	.09256	.08931	.12399	.17855	-.01109
CRITICAL VALUE (1-TAIL, .05) = + Or -		.24576	.28290	.24576	.28718	.28290
CRITICAL VALUE (2-tail, .05) = +/-		.29036	.33331	.29036	.33823	.33331

CHART 7

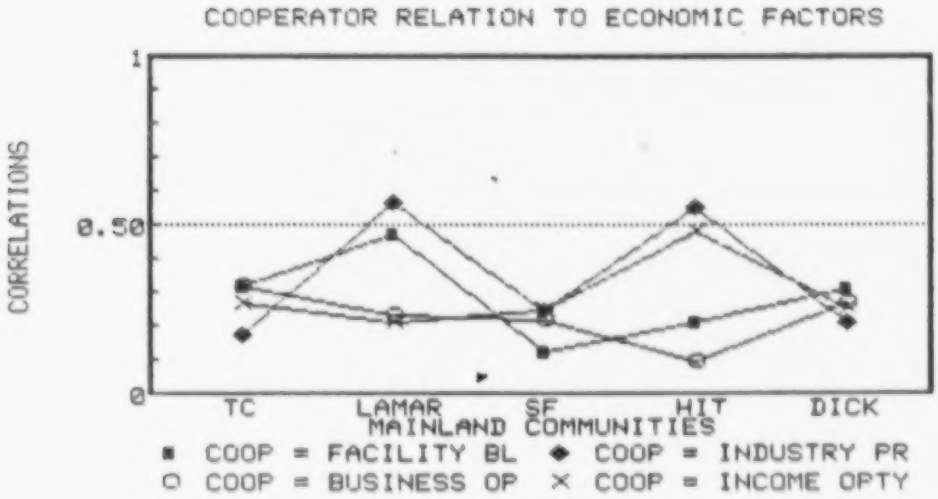


CHART 8

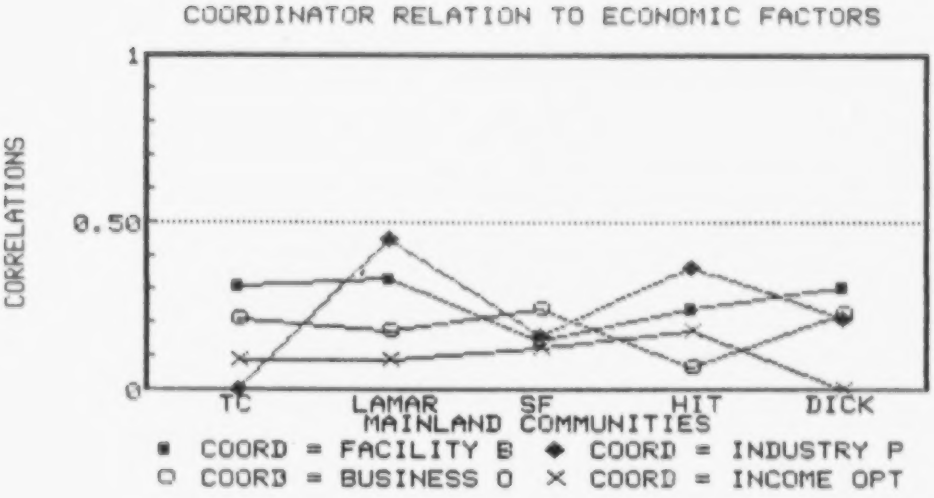


CHART 9

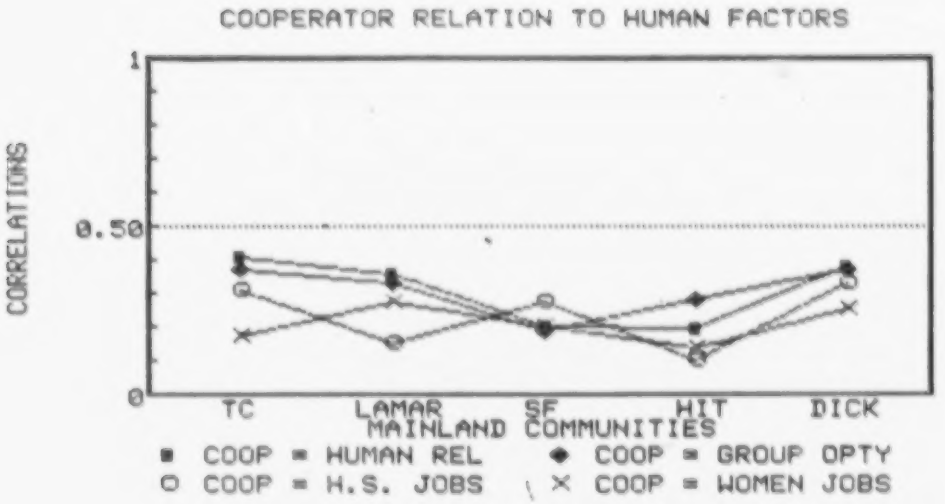


CHART 10

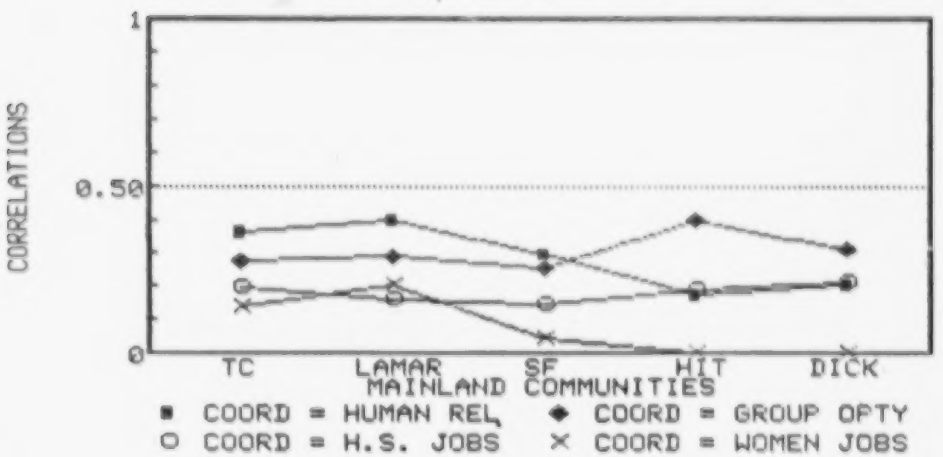
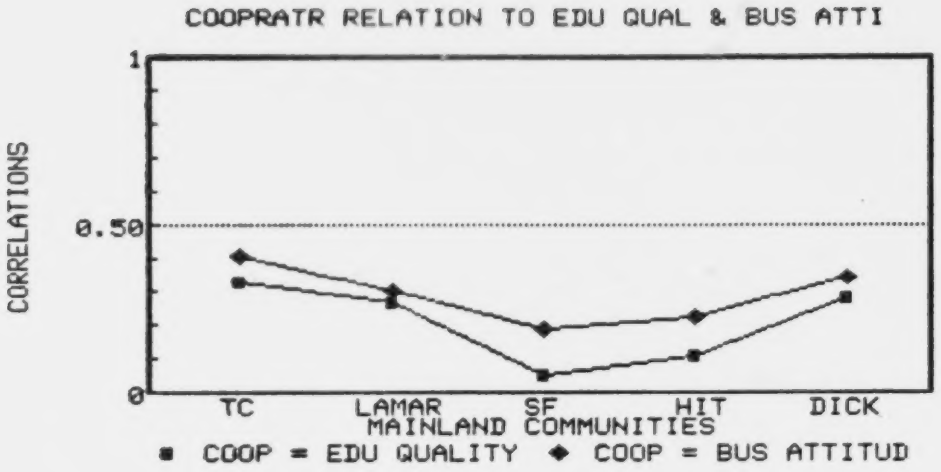


CHART 11



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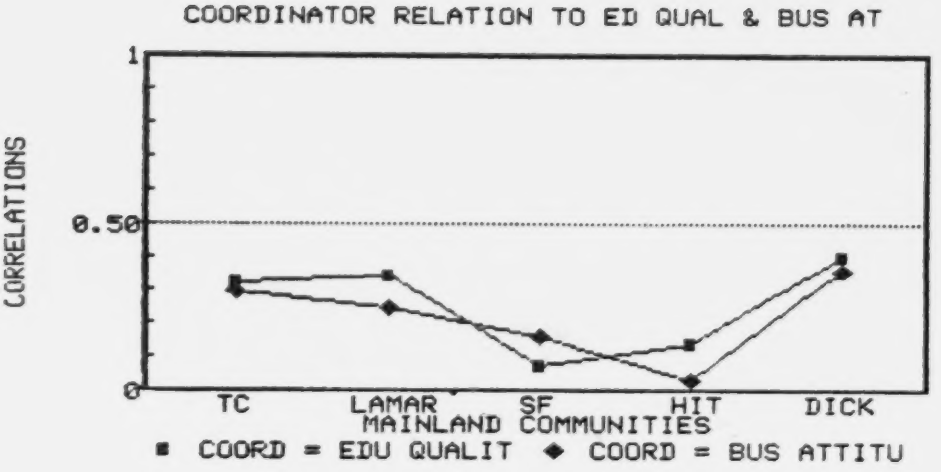

Commentary On The Future
Of Economic Development
In Galveston County

A careful study of the information contained in the charted data suggests to this writer that the elements of successful economic development identified by the newspaper USA Today (see page 5 of this report) are entirely accurate. This information also suggests that dynamic economic development as a function of technology and as experienced in the Pacific Frontier Triangle (the San Francisco-Dallas-Austin/San Antonio-Phoenix corridor) are not likely to occur in the Galveston County area because the identified elements of dynamic economic development generally do not exist here Galveston County at this time.

What is likely to occur, or perhaps should occur because of the sphere of influence of the natural tourist attractions found at Galveston, is economic development based upon (1) services to the local and traveling public, (2) entertainment and leisure activities that can attract both Galveston County residents and the traveling public and (3) large-scale entertainment and experiential attractions. Such an economic development strategy is likely to be rewarded much sooner than a strategy for economic development based upon the requirements for developing the infrastructure to accommodate technological or industrial enterprises that are not likely to feel comfortable in an area with a strong labor history.

One other factor strongly supports such an economic development strategy. That factor is cultural compatibility. It

is clear to this writer that the dominant culture of the area is tourist entertainment. This dominant culture is found in Galveston. The cultural difference between Galveston and the mainland communities is probably the single greatest factor that continues to separate the future of Galveston Island from the future of the mainland (the causeway bridge and bay waters notwithstanding). If economic development of the mainland communities were to reflect more compatibily with the natural attraction of Galveston then greater friendliness, cooperation and participation is likely to occur. Such development is likely to provide a synergistic economic result that could dwarf all expectations.

That brings us back to the basic question of leadership. Who has the vision, or the inclination, to change the nature of economic dependence on the Galveston County mainland? Who sees the value and potential of a Galveston County and Texas Central Gulf Coast with a common future? Who sees the value of a more or less consistent pattern of integrated thought and action in the future? Who can solve the problem? That's your leader.

This analysis also reveals a basic tenet that underlies an orientation to the future. That tenet holds that leadership brings people together -- under equal conditions for a common endeavor involving more or less integrated patterns of thought and action, with an expected future result -- thus continuing the future; as long as leaders exist, emerge or are expected to emerge, true equality can only exist in the time frame of an eschatological (end of the world) future. The concept is

evidenced by the potential equifinality of nuclear armament parity. The moral of the tenet is -- be wary of those who would do away with leadership or potential leadership to achieve either economic or social equality. They seek what is not theirs to achieve.

ERIC CLEARINGHOUSE
FOR JUNIOR COLLEGES
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